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ABSTRACT

Intended as a long-range agenda for Arkansas' Pulaski Technical College (PTC), this plan describes the planning process used at the college, sets forth college goals through the year 2005, and reviews strategies to help the college achieve its goals. Following introductory sections, the educational and training needs of Central Arkansas are discussed, focusing on economic characteristics, demographic trends, state and federal educational policies, and the activities of area educational institutions. A brief status report is then provided of progress made by PTC between 1991 and 1997 and the college's mission, vision, and goals for the year 2005 are presented. Current and future strategies are then provided for achieving the following institutional goals: (1) meeting workforce development needs; (2) providing access to higher education; (3) ensuring student success; (4) providing a quality learning environment, including effective teaching and learning, state-of-the-art facilities, and strong academic and student support services; (5) maintaining educational partnerships with school districts, other colleges, and universities; (6) providing continuing education and community services; (7) maintaining productivity and cost-effectiveness; and (8) developing resources to support programs and services. Finally, a brief discussion of methods for implementing and evaluating the plan is provided. The PTC mission is appended. (TGI)

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PTC 2005

Pulaski Technical College's Strategic Plan For Serving Central Arkansas

April 1997

Mark Johnson
Pulaski County Special School District

JC 970 360

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Message from the President

To the Communities of Central Arkansas:

The vitality of our economy and the quality of life in central Arkansas are dependent in large part on the skills of our workforce. Pulaski Technical College was created by the Arkansas General Assembly, in 1991, to help address workforce development needs and to expand access to higher education in our region.

Since 1991, we have made significant progress in completing the transition from our former role as a postsecondary vocational-technical school to our current status as a two-year college. We have upgraded many of our technical programs to associate degrees, and we have added several new programs. We have added a general education curriculum to support our technical degree programs and to provide transfer opportunities for students who wish to pursue a four-year degree. We have added many new faculty and staff, and our continuing faculty have completed additional degrees to enhance their expertise. We have built a new library and modern science labs. And we have completed our third accreditation visit which we hope will result in full accreditation by the Commission on Institutions of Higher Education, North Central Association of Colleges and Schools.

In the meantime, our enrollment has increased significantly from 875 students in Fall 1991, to 1,803 students in Spring 1997, and we anticipate continued growth.

Our goal during the past five years has been to develop our faculty, staff, facilities, and expertise so we can meet the quality standards of an accredited two-year college . Our vision for the year 2005 is that PTC will be Arkansas' leading comprehensive community/technical college, recognized for excellence in workforce development and university transfer education.

In developing this Strategic Plan for the years 1997-2005, we have met with focus groups of community representatives from business and industry, school districts, community organizations, and local government agencies; we have studied economic and demographic data; we have reviewed key policy documents such as the Arkansas Higher Education Strategic Plan; we have met with PTC faculty, staff, and students; and we have reviewed the findings and recommendations of our accreditation self-study. Our Board of Trustees held a planning retreat to examine the input from all of these sources. We are indebted to the PTC Planning Committee for synthesizing all of the ideas that came out of these discussions and for developing this plan.

This plan is intended to serve as a long-range agenda for the College and as a means of communicating our goals to our community. It is a strategic plan, not an operating plan. Implementation of each strategy will require additional planning and resources. The plan will change over time, as new events unfold. But it is our hope that having a strategic plan will enable Pulaski Technical College to stay on target as we seek to identify and respond to the education and training needs of central Arkansas.

My thanks to all who have participated in this community-wide effort.

Ben Wyatt
President

Overview of the Plan

The objective of Pulaski Technical College is to respond to the education and training needs of central Arkansas. Therefore, our planning process began with an assessment of regional needs, to include a series of community focus group meetings with three employer groups from the manufacturing sector, business services, and health care, as well as representatives from local school districts, community organizations, and local government agencies. Based on the needs identified by these groups and our mission as a comprehensive two-year college, we then proceeded to address three questions:

- o Where are we as an institution?
- o Where do we want to be by the year 2005?
- o How will we get there?

The first section of the plan describes the education and training needs of central Arkansas. The second section briefly examines where PTC is as an institution in 1997. In the third section we articulate our vision and goals for the year 2005. In the fourth section, we outline our strategies for achieving our goals. Finally, we address how we will implement our plans and evaluate our progress.

The Education and Training Needs of Central Arkansas

Focus on the Economy

As we approach the 21st Century, any assessment of education and training needs must take note of the increasingly global nature of our economy and the growing importance of information technology. In practical terms for central Arkansas, the global economy is leading to the exportation of low skill, low wage jobs -- particularly in the manufacturing sector. As a result, we will not be able to rely indefinitely on low skill, low wage workers and jobs to sustain our economy. Technical training will become increasingly important as we strive to develop our economy and enhance the quality of life in Arkansas. Computer skills, in particular, will become increasingly important. According to the Bureau of Labor Statistics, "skilled workers" comprised 20 percent of the U.S. labor force, as of 1950. The projection for the year 2000 is that 65 percent of the jobs in the U.S. economy will require skilled workers (workers with training beyond high school).

Pulaski County has many of the economic characteristics of other metropolitan areas around the country -- most notably, a diverse economy. The service sector (business services, health care, etc.) now accounts for 30 percent of the jobs in the county, and this percentage is growing. Wholesale and retail trade account for another 23 percent (and growing). Government accounts for 19 percent, manufacturing 9 percent (declining), financial services 8 percent, and other areas 11 percent. When we review enrollment trends at PTC, you will see that our program enrollments reflect these trends in the region's economy.

To gain further insight into the education and training needs of central Arkansas from an employer's perspective, we convened three **employer focus groups**, during 1995-96, to discuss needs and trends in three major areas -- manufacturing, business services, and health services. Among the major insights that came out of those sessions were the following:

- o There is a growing demand for workers with strong technical skills plus communications, interpersonal, teamwork, problem solving skills, and a good work ethic
- o All employers noted the impact of constantly changing technology, creating a need for continuous training
- o Manufacturing employers, in particular, expressed concern about the availability of skilled workers
- o There is a growing demand for paraprofessionals, particularly in the health sector
- o There is a growing emphasis on productivity and cost containment

- o There is a growing emphasis on customer relations and customer satisfaction
- o Employers are looking for quick responses to their training needs

Demographic Trends and Societal Needs

Pulaski Technical College serves a four-county area (Pulaski, Faulkner, Lonoke, and Saline Counties), with a total population of 543,568. Pulaski County alone has a population of 352,240 which reflects some important demographic features (1990 census data):

- o Approximately 55 percent of the households in the county have household incomes of $30,000 or less, indicating a need for access to affordable higher education
- o The population ages 0-24 declined during the past decade. However, that trend is projected to reverse. The population ages 25 and above continues to increase. We can expect continued demand for our programs and services from both traditional and nontraditional age students.
- o Almost 50% of the county's population has had no college education, suggesting a substantial need for post-high school education and training
- o 26 percent of the county's population is African-American, suggesting a need for continued attention to the needs of this group, which has been under represented in higher education
- o Pulaski County is not experiencing significant population growth, while surrounding counties are growing (15-20 percent from 1990-95), which suggests that we should consider developing additional instructional sites

In order to gain further insight into the educational needs of central Arkansans, we convened **focus groups of school district, community organization, and local government agencies**. The major insights gained from these discussions were as follows:

- o There is a continuing need for technical education and training targeted to employment needs and opportunities in central Arkansas
- o There is a need for training that will facilitate quick entry into the job market
- o At the same time, there is a desire for education and training that will lead to a career, not just an entry-level job
- o There is a need for affordable higher education

- o There is a need for support for nontraditional and academically under prepared students
- o There is a need for better information about PTC programs and services among schools and community organizations

State and Federal Policy Environment

Among the major state policy documents which we examined as part of our needs assessment was the Arkansas Higher Education Strategic Plan. The plan includes several major goals that we considered as we developed our strategic plan:

Arkansas Higher Education Goals

- o Improve opportunities for Arkansans to maximize their potential through higher education
- o Make effective teaching a priority for all institutions
- o Enhance the learning environment through strong academic and student support services
- o Meet the changing workforce development needs of Arkansas
- o Maximize the use of human, financial, and physical resources
- o Increase the use of technology to improve learning

- o Provide a general education curriculum for citizens to acquire knowledge and skills for personal and professional success

In addition to these goals, the Arkansas Department of Higher Education (ADHE) gained some important insights from discussions with college presidents, legislators, business leaders and others as it developed the plan. For example:

- o There is a high comfort level with the accessibility and affordability of higher education in Arkansas
- o There is less satisfaction with the skill levels of entering college students and the academic standards expected of college students
- o Areas in need of improvement include: fostering a work ethic among college students, forming K-12 partnerships, facilitating transfer of credit, producing graduates who are problem solvers and team players, and operating colleges and universities as "user friendly"

Other state and federal policy issues and trends of importance to us include the following:

- o There is pressure to cut government spending and taxes
- o There is considerable competition for state and federal funds

- o There is considerable interest in productivity
- o There is considerable interest in workforce development
- o Welfare reform is being implemented, with potential implications for education and training
- o There is considerable interest in reducing health care costs while maintaining quality

Educational Environment

Pulaski Technical College must take into consideration the activities of our educational partners in central Arkansas as we assess how we can best contribute. There are three major school districts in Pulaski County and a total of 19 school districts in our four-county service area. These school districts represent important partners for PTC, both because we share common educational objectives and because the school districts are an important source of college students. Among the common issues we face, many K-12 students see little linkage between their education and the world of work, which limits their motivation to apply themselves in school. In addition, many of these students have little or no exposure and/or interest in technical education or careers.

Enrollment levels in Pulaski County schools have declined in recent years, but it appears that this trend may be reversing. County schools project a 4.2 percent increase in the number of high school graduates between 1997-99.

There are several other colleges and universities that provide higher education opportunities for residents of central Arkansas, including the University of Arkansas at Little Rock (UALR), the University of Central Arkansas (UCA), the University of Arkansas for Medical Sciences (UAMS), Arkansas State University at Beebe (ASUB), Ouchita Technical College (OUTC), Hendrix College, Central Baptist College, Philander Smith College, and Shorter College. UALR and UCA provide access to baccalaureate and graduate education, plus selected associate degree programs in such fields as criminal justice and engineering technology. UAMS provides a full range of health-related programs, including selected associate degree programs in such fields as biomedical technology and dental hygiene. ASUB and OUTC provide occupational and transfer programs for students to the north and south of the metropolitan area. Philander and Shorter are historically black institutions that provide a variety of two- and four-year programs. We actively engage in working partnerships with several of these institutions and take their offerings into consideration as we plan our curriculum.

Pulaski Technical College in 1997

Pulaski Technical College was created as a postsecondary vocational-technical school in 1945, to help respond to the employment training needs of veterans returning from World War II. In 1991, the Arkansas General Assembly determined that there was a need to upgrade technical education and expand access to higher education in Arkansas. This led to the creation of the Arkansas Community and Technical College System and the conversion of 11 vocational-technical schools into technical colleges. The statutory mandate of the new colleges is to provide "technical, vocational, and adult education programs, industry training, and two-year college transfer programs" throughout the state.

Since 1991, PTC has made considerable progress in completing the transition. We have upgraded many of our technical programs to associate degrees, and we have added a number of new programs. We have added a general education curriculum to support our technical degree programs and to provide transfer opportunities for students who wish to pursue a four-year degree. We have added many new faculty and staff, and our continuing faculty have completed additional degrees to enhance their expertise.

Enrollment growth has been substantial. We have grown from a student population of 875 in Fall 1991 to 1,803 in Spring 1997. We anticipate continued growth as we respond to the changing needs of the region.

In addition to our overall growth, there have been several other important changes in our student population. Female enrollment has increased from 34 percent to 54 percent of the total. Minority enrollment has increased from 12 percent to 32 percent. The percentage of traditional college-age students (age 17-24) has increased from 37 percent to 47 percent, despite the overall decline of this age group in the general population. However, it is noteworthy that students age 25 and older still constitute over 50 percent of our student body. An enrollment pattern closely related to age distribution is the large percentage of part-time students at PTC (55 percent). In short, we have an increasingly diverse student body, ranging from 18 year old full-time students to mid-career adults returning to school on a part-time basis.

The mix of programs and program enrollments at PTC is also changing. In 1991, technical and industrial programs accounted for 65 percent of our student population. In 1996, student enrollment is more evenly distributed among our instructional divisions, with 30 percent in technical and industrial programs, 28 percent in business programs, and 37 percent in general education (university transfer). The remaining 5 percent are in our three health programs where enrollments are restricted by accreditation and clinical training requirements. Overall, 63 percent of our students are

enrolled in technical and occupational programs and 37 percent in general education.

Another important dimension of our student enrollment is the number of students enrolled in developmental (remedial) courses. In accordance with Arkansas state law, PTC tests entering students in math, English (writing), and reading. Students who do not achieve scores required for placement into college-level courses must take developmental courses to enhance their skills. Like most two-year colleges in Arkansas, over half of our students must take developmental courses in at least one subject area. Approximately 17 percent of the student credit hours generated by PTC students during 1995-96 were from students enrolled in developmental courses.

Clearly, we are moving in the direction of becoming a comprehensive two-year college, reflective of the diverse economy of central Arkansas and also the diversity of student interests. While technical and occupational education remains our area of emphasis, there is a definite demand for our general education (university transfer) program. In addition, our general education curriculum has enabled us to strengthen our technical and occupational programs. Our 60-credit technical degree programs now include a 15 credit general education requirement, which helps to provide our graduates with the communications, problem solving, and interpersonal skills sought in today's workplace.

While we have made great strides since 1991, we are aware of the need for continued development. The purpose of this plan is to articulate our vision for Pulaski Technical College in the year 2005 and to establish goals and strategies for achieving that vision.

Vision and Goals for the Year 2005

Our Mission

PTC's vision for our future must be grounded in our institutional mission, which was shaped in part by the legislation that created us and in part by our Board of Trustees:

> PTC's mission is to provide high quality, accessible educational opportunities at the freshman and sophomore level in associate degree and technical certificate programs, a college transfer curriculum, continuing education, and industry-specific training to support individual and community needs in central Arkansas. The College mission is to enable individuals to develop to their fullest potential and to support the economic development of the state.

To carry out our mission, we have defined the following major purposes:

- o To provide comprehensive occupational and technical courses and programs for students who wish to gain competency in specific career areas or to upgrade their skills

- o To provide university parallel courses of high academic quality on the freshman and sophomore levels for students who will transfer to senior institutions

- o To support economic development in central Arkansas by providing customized job specific training for businesses and industries in the region.

A complete copy of our Mission Statement is provided in Appendix A.

Our Vision for the Year 2005

After meeting and talking with representatives of area employers, school districts, and community organizations, as well as PTC Board members, faculty, staff, and students, we concluded that our stated mission and purposes are on target with the needs of central Arkansas. Although we are proud of the progress we have made since 1991, we are still a young college with plenty of room to grow. Our vision for the year 2005, and beyond, is that we will excel at carrying out our mission and purposes and earn recognition as a major educational asset to central Arkansas.

More specifically, our vision is that

> **Pulaski Technical College will be Arkansas' leading comprehensive community/technical college, recognized for excellence in workforce development and university transfer education.**

Goals to Achieve Our Vision

Our plan for carrying out our mission and achieving our vision is reflected in the following goals and the accompanying strategies, which are outlined in the next section of the plan:

1. **Workforce development**. PTC will continue to address the workforce development needs of central Arkansas (1) by delivering high quality technical programs and courses that respond to the changing employment needs and opportunities in the region and (2) by providing high quality customized training for business and industry.

2. **Access to higher education**. PTC will provide central Arkansans with access to high quality, affordable technical education and university transfer programs.

3. **Student success**. PTC is committed to its students and will give top priority to helping them succeed in achieving their educational and career goals.

4. **Quality learning environment**. PTC will provide a quality learning environment by emphasizing effective teaching and learning, maintaining state-of-the-art facilities and technology, and providing strong academic and student support services for students.

5. **Educational partnerships**. PTC will continue to develop working partnerships with area school districts, colleges, and universities to collaborate in addressing the educational needs of central Arkansas.

6. **Continuing education and community services**. PTC will provide continuing education and community services for individuals and organizations in central Arkansas.

7. **Productivity.** PTC will make cost-effective use of the resources made available to the College.

8. **Resource development**. PTC will continue to seek additional resources to support the continuous improvement of our programs and services.

The next major section of the plan outlines the major strategies PTC will employ to accomplish our vision and goals.

Strategies for Achieving Our Goals

The strategies outlined below represent a long-range agenda for accomplishing our vision and goals for 2005 and beyond. This is a strategic plan, not an operating plan. Implementation of each strategy will require additional planning and resources. For each major goal, we have sought to elaborate on our objectives, to comment on our current strategies for achieving those objectives, and to outline future strategies which we will implement over the next several years.

Goal 1: Workforce Development

> PTC will continue to address the workforce development needs of central Arkansas (1) by delivering high quality technical programs and courses that respond to employment needs and opportunities in the region and (2) by providing high quality customized training for business and industry.

Our first goal is to support the people and the economy of central Arkansas by providing high quality technical education and customized training targeted to employment needs and opportunities in the region. We seek to identify and deliver technical degree and certificate programs responsive to regional labor market needs, incorporating the technical, communications, problem solving, and teamwork skills required in today's workplace, and to provide effective and timely responses to the customized training needs of business and industry.

Current strategies. PTC now offers degree and certificate programs in 30 technical and occupational areas. In 1993, we added a general education curriculum that complements our technical courses and programs by enhancing student communications, problem solving, and interpersonal skills. Every degree student is also required to develop computer skills. We continuously seek to evaluate and improve our programs through business and industry advisory committees and student outcomes assessment. During 1995-96, the College conducted a series of focus group meetings with employer representatives from manufacturing, business services, and health care which have given us further insight into employment training needs.

Our Business Outreach program is active in designing and delivering customized training to the employees of area businesses and industries such as Maybelline, Southwestern Bell, and Rank Video.

Future strategies. In order to enhance our contributions to workforce development in central Arkansas, we will

a. Continue to develop new technical and occupational programs that respond to emerging workforce preparation needs in central Arkansas by evaluating employer feedback and economic and labor market information.

b. Implement an Associate of Arts (A.A.) degree program as an educational foundation for students wishing to pursue bachelor's degrees in professional fields such as business, education, and health care.

c. Continue to enhance our math, science, and computer technology curricula as a foundation for new high technology fields and health occupations. Work with ADHE to make computer literacy a core component of all undergraduate degree programs.

d. Periodically review the curricula of current programs to insure that each program continues to address the range of technical, communications, problem solving, and interpersonal skills required in today's workplace. Each degree and certificate should reflect a strong integrated program of of technical and general education.

e. Enhance the capacity of our Business Outreach program to respond to customized training needs by developing specialized facilities for this program and by providing customized training in all of our areas of expertise (business, health and technical), as well as employee skills assessment.

f. Establish a program of continuing professional education designed to provide continuing education opportunities for members of trade and professional organizations.

g. Develop partnerships with business and industry to orient students to career opportunities, recruit students and entry level workers into promising technical programs and careers, and provide students with internship and cooperative education opportunities (also see Strategy 5a).

h. Collaborate with the AIDC and area chambers of commerce to help recruit new business and industry into central Arkansas and to address the education and training needs of existing business and industry.

Goal 2: Access to Higher Education

PTC will provide central Arkansans with access to high quality, affordable technical education and university transfer programs.

Pulaski Technical College and the other technical colleges were created, in part, to make higher education more accessible to Arkansans. We are an "open door" college, which means that we will admit any student who has the ability to benefit from the education and training we provide. Cost and location are key aspects of accessibility for many students. In addition, particularly for working adults, course and program scheduling is another important factor. Our goal is to make our programs and services accessible to all interested students.

Current strategies. We have an open door admissions policy, although selected programs have special admissions standards. At $43 per credit hour, our tuition and fees are the most affordable of any college or university in Pulaski County. The majority (57 percent) of our students receive financial aid. We are geographically accessible to the major population center of the state. Our general education program has enhanced access to a university education for students who might not otherwise have gone to college. We have an extensive evening program, and our minority student enrollment has increased steadily to 32 percent in 1995-96. We have sought to insure that prospective students are aware of our programs and services through marketing and recruitment.

Future strategies. In order to further enhance access to higher education in central Arkansas, we will

a. Explore the development of off-campus instructional sites in our service area and evaluate the availability of public transportation to the main campus.

b. Continue to develop our distance learning program, which was initiated in 1996 with the installation of interactive video equipment, in partnership with UALR.

c. Continue to make our programs and services more accessible to working adults through more flexible course scheduling and the provision of academic and student support services in the evenings.

d. Continue to enhance our student financial aid programs through the addition of College Work Study, the expansion of privately funded scholarships, and by providing comprehensive financial aid

information to our students.

e. Reach out to economically disadvantaged areas of central Arkansas, in partnership with community organizations, local government agencies, and schools, through such initiatives as the Pulaski County One-Stop Career Center and the Enterprise Community.

f. Collaborate with the Department of Human Services to help address the education and training needs associated with welfare reform.

g. Continue to inform prospective students, counselors, teachers, parents, and the community about PTC's programs and services through an active program of marketing and communications.

Goal 3: Student Success

PTC is committed to its students and will give top priority to helping them succeed in achieving their educational and career goals.

We cannot be satisfied with providing access to higher education. PTC is committed to helping our students achieve their educational and career goals, as reflected in the theme of the College, "Dedicated to your success."

Current strategies. One of our major initiatives over the past five years has been to implement an extensive placement testing and developmental education program. Students who lack sufficient math, reading, and writing skills to succeed in college-level courses are enrolled in developmental courses in one or more of these areas. Other important factors that contribute to student success are a faculty committed to teaching and learning, small classes, and personal attention. We are developing learning support services, including a learning assistance lab and a tutoring program, and we have begun to assess student learning outcomes, as a means of evaluating and improving instructional programs. A Retention Committee has been appointed by the President and is actively investigating student retention strategies.

Future strategies. In order to continue promoting student success, we will

a. Develop a full-service Learning Assistance Center, which will provide computer assisted instruction, a fully developed tutoring program, and supplemental instruction.

b. Implement a comprehensive student retention program, integrating such strategies as orientation to college, an early warning and intervention program, career counseling and mentoring, and

enhancement of student life.

c. Develop a Career Services Center which will assist students with career planning, work/study placements, and employment assistance following graduation. The Center will also offer a career orientation/ exploration program for local schools and interested members of the community.

d. Continue to develop our program for assessing student learning, as a means for continually evaluating and improving the quality of our instructional programs.

Goal 4: Quality Learning Environment

PTC will create a quality learning environment by promoting excellence in teaching and learning, maintaining state-of-the-art facilities and technology, and providing strong academic and student support services for our students.

The knowledge and skills of our faculty are the primary ingredients in providing an effective learning environment. Other important ingredients include state-of-the-art facilities, laboratory and instructional technology, learning resources, and academic and student support services.

Current strategies. We have a well qualified faculty who are committed to teaching and student learning. Since 1991, continuing faculty have invested substantial time and energy enhancing their academic credentials and expertise. To date, 16 of our faculty and staff have earned additional degrees. The majority of new faculty have master's degrees and prior teaching experience. We also employ a number of well qualified adjunct faculty who enhance student learning by virtue of their work experience and contacts with the community. We have made major additions to our instructional facilities including a new library and modern science labs. Considerable resources have been allocated to instructional equipment, most notably computers. We have established a Learning Assistance Lab, and we have made many improvements to our student services, especially in the areas of admissions, counseling and financial aid.

Future strategies. In order to further enhance the quality of the learning environment, we will

a. Create a comprehensive faculty and staff professional development program which will emphasize currency of knowledge in faculty teaching fields and enhancement of faculty expertise in teaching and learning methods, as well as staff expertise in their respective fields.

b. Develop PTC as a center for active/applied learning, building on our tradition of laboratory based technical education and expanding student opportunities for cooperative education and internships to complement their classroom education and training.

c. Continue to hire well qualified faculty and staff needed to deliver high quality programs and services. Actively recruit minority faculty and staff.

d. Fully integrate our adjunct faculty into the life of the College through effective orientation and active working relationships at the divisional level.

e. Continue to develop internal communications and a sense of community on campus by promoting an active exchange of information and ideas among administration, faculty, staff, and students.

f. Develop a facilities master plan to address such needs as expanded computer facilities, Business Outreach facilities, a new Learning Assistance Center, expanded student center and student service facilities, public meeting space, adjunct faculty space, and additional classrooms and laboratories to accommodate enrollment growth and new programs.

g. Create a college-wide Technology Committee to evaluate and plan for the acquisition and continual updating of laboratory and instructional technology.

h. Enhance our student services and student facilities to create a user-friendly "one-stop shopping" environment for student services and activities.

Goal 5: Educational Partnerships

PTC will continue to develop working partnerships with area school districts, colleges, and universities to collaborate in addressing the educational needs of central Arkansas.

We view the school districts, colleges, and universities of central Arkansas as educational partners. We cooperate with one another to enhance the programs and services we provide and to make cost-effective use of our resources.

Current strategies. We interact regularly with area school districts to provide students, counselors, teachers, and parents with information about our programs and services. In addition, PTC and the three Pulaski County school districts have established a Tech Prep consortium to facilitate student preparation for technical degree programs offered

by the College.

We also interact regularly with other colleges and universities in central Arkansas. There is a statewide policy that facilitates the transfer of PTC general education credits to all Arkansas colleges and universities. We have formal cooperative agreements with UALR and UAMS to collaborate in such areas as library resource sharing, transfer counseling, and distance learning. We have collaborated with UALR on several grant programs, including the SBHE Minority Teacher Education Grant Program which provides grants to minority students preparing to enter a teacher education program, and we have an agreement with UCA to provide developmental courses in Conway to students who do not meet UCA admissions standards.

Future strategies. In order to enhance our partnerships with area school districts, colleges, and universities, we will

a. Develop a working partnership with area school districts and business and industry through School to Work to orient K-12 students to career opportunities and attract students into promising technical programs and careers (see also Strategy 1.g.).

b. Establish a tutoring program for K-12 students, utilizing our work-study students as tutors, in cooperation with area school districts and community organizations.

c. Expand our distance learning capabilities to make more university courses available to our students and to make PTC courses available at area high schools.

d. Expand our cooperative agreements with area colleges and universities to include articulation of appropriate technical courses and programs, resource sharing arrangements, distance learning, and joint programs.

Goal 6: Continuing Education and Community Service

PTC will provide continuing education and community services to citizens and organizations in central Arkansas.

As we complete our transition to becoming a fully accredited college, it will be important to develop another traditional role of two-year colleges -- continuing education and community service. As indicated in Appendix A, one of our purposes as an instituiton is to provide opportunities for continuing education through credit or noncredit courses designed to meet the academic, occupational, and avocational needs of the

community.

Current strategies. PTC has offered a number of continuing education classes, to include several non-credit computer classes. The College has also made campus facilities available to community groups. However, to date, these activities have been limited by staff resources, availability of space, and other program priorities.

Future strategies. In order to enhance these services to the community, the college will

a. Expand our Continuing Education program on campus and at other locations convenient to the community.

b. Enhance meeting facilities on campus and make these facilities available to the community for meetings and cultural events.

c. Develop and implement special events that are open to the community.

d. Establish a speakers bureau to provide faculty and staff with opportunities for community involvement and to provide civic organizations and other groups with access to guest speakers in faculty and staff areas of expertise.

Goal 7: Productivity

PTC will make cost-effective use of the resources made available to the College.

As a public college, we are committed to making cost-effective use of the resources which are made available to us by taxpayers and our students through their tuition and fees.

Current strategies. Our primary strategies for promoting productivity are the continuing procedures which we use to set priorities, evaluate our programs, and allocate resources to the areas of greatest need. These procedures include planning, assessment, and the budget process. In addition, the ADHE has introduced a program of productivity measures and incentive funding to encourage and reward institutions that achieve improvements in such areas as student retention, academic program quality, and administrative efficiency.

Future strategies. In order to continue promoting the cost-effective use of our resources, we will

a. Link planning, budgeting and assessment to insure that budget decisions are tied to institutional needs and priorities.

b. Evaluate our effectiveness in relation to SBHE productivity measures and develop strategies for continuous improvement.

c. Periodically administer the Instructional Program Evaluation System (IPES) to monitor, evaluate, and improve the productivity of instructional programs.

d. Explore ways of cost-effectively delivering instruction through such measures as distance learning and larger classes in selected areas.

Goal 8: Resource Development

PTC will continue to seek additional resources to support the continuous improvement of our programs.

We have received strong resource support from the State of Arkansas during our transition to becoming a technical college. However, we are aware of the need to enhance our resource base as we seek to accomplish our goals for the future. Potential areas for resource development include private contributions, grants, and local tax support.

Current strategies. We have received some private contributions, and we have recently created a PTC Foundation to help identify and pursue additional sources of support. We have pursued and received a few grants, but there is great potential for development in this area as well. The College has statutory authority (Act 1244) to establish a local taxing district and to hold a millage election. However, we have deferred action on this until we can achieve greater awareness of the College, its programs, and its services in the community.

Future strategies. In order to further enhance resource support for the College, we will

a. Develop the PTC Foundation as an organizational resource to enhance private sector support.

b. Identify and pursue grant opportunities to support the strategic priorities of the College.

c. Promote public awareness of the College through marketing; partnerships with business and industry, schools, and community

organizations, and a community relations program.

Implementation and Evaluation

We are committed to implementation of the goals and strategies outlined in PTC 2005, bearing in mind that our goals and strategies will evolve over time. We are also committed to continuous evaluation of our effectiveness in achieving our goals.

Our implementation strategies for achieving the vision and goals of PTC 2005 will include a college-wide PTC Operating Plan and operating plans for each instructional and administrative division.

The PTC Planning Committee developed the College's first Operating Plan in 1995, in response to recommendations from the North Central Association and various consultants who have advised us on preparing for accreditation. The Operating Plan includes action plans, time-frames, resource requirements, and assignments of responsibility for accomplishing each college-wide goal. Following adoption of PTC 2005 by the Board of Trustees, the President will ask the PTC Planning Committee to update the Operating Plan to address the the College's priorities and action plans for 1997-99, to be updated annually thereafter.

In addition, the President will ask each instructional and administrative division to establish a divisional operating plan for 1997-99, to include the division's plans for contributing to the accomplishment of the goals and strategies in PTC 2005.

As previously noted, we have already developed and begun implementing an Assessment Plan. The initial focus has been on assessing and improving instructional programs. Following adoption of PTC 2005, the President will ask the Assessment Committee to establish a plan for converting the Assessment Plan into a comprehensive Continuous Quality Improvement Plan covering all activities of the College. A major function of the Quality Improvement Plan will be to monitor and evaluate our progress in implementing PTC 2005.

The Board, administration, faculty, and staff of Pulaski Technical College look forward to our next stage of development as central Arkansas' two-year college. As outlined in this plan, we intend to continue evaluating regional and community needs. We intend to focus our resources on addressing those needs. And we intend to work in close partnership with business and industry, local government, schools, community organizations, and other colleges and universities in addressing the needs.

We view this strategic plan as simply one important step in a continuous process of evaluating and responding to your needs.

PULASKI TECHNICAL COLLEGE MISSION

Pulaski Technical College provides high quality, accessible educational opportunities at the freshman and sophomore level in associate degree and technical certificate programs, a college-transfer curriculum, continuing education, and industry-specific training to support individual and community needs in central Arkansas. The college mission is to enable individuals to develop to their fullest potential and to support the economic development of the state.

Purposes

1. To provide comprehensive occupational and technical courses and programs for students who wish to gain competence in specific career areas or to upgrade their skills.

2. To provide university-parallel courses of high academic quality on the freshman and sophomore levels for students who will transfer to senior institutions.

3. To provide appropriate general education courses for technical degree and certificate programs.

4. To provide developmental education programs for students who need basic academic skills.

5. To provide opportunities for continuing education through credit or noncredit courses designed to meet the academic, occupational and avocational needs of the community.

6. To provide academic advice, library services, guidance and counseling, financial aid, and other services to students.

7. To support economic development in central Arkansas by providing customized, job-specific training for businesses and industries in the region.